

People Strategy Update report

Report of the Chief Fire Officer

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1 Purpose of Report

This report provides an update on the progress that has been made against the objectives within the People Strategy.

2 Recommendations

The Committee are asked to note the contents of the report

3 Background

The People Strategy 2016 – 2020 provides a framework to support the aims and objectives of the Service by providing the right people in the right place at the right time with the right skills across the service.

The objectives of the People Strategy are to support the organisation in the achievement of its objectives by ensuring Shropshire Fire and Rescue Service (SFRS):

- a. Creates and maintains a workforce that is committed and able to achieve our mission
- b. Supports employee improvement processes to enable staff to undertake diverse and changing roles
- c. Selects and retains a diverse workforce to reflect the community we serve

The Strategy is divided into 6 key areas and each has defined targets and activities which support the achievement of our organisational aims and objectives.

- a. Developing leadership capacity
- b. Organisational development and engagement
- c. Developing the skills and capacity of the workforce
- d. Resourcing the service
- e. Reward and Recognition
- f. Health and Wellbeing

More detailed planning and activities to support the achievement of the organisational strategy can be found in the HR Departmental Plan, Training Plan, Recruitment and workforce plans.

4 Monitoring and Evaluation

The Plan is updated on a six-monthly basis. A mid-year exception report is submitted to the Service Management Team (SMT) and the Strategy and Resources Committee for note and an end of year report is also submitted to the Strategy and Resources Committee.

5 Progress

Following the last review of the strategy in March 2019 further work has been completed against the objectives. Some of the progress includes:

Developing Leadership Capacity

- a) In June 2019 consideration was given to working in collaboration with Hereford & Worcester Fire and Rescue Service (HWFRS) on the Level 7 ILM. In October this commenced with both HWFRS colleagues and Surrey Fire and Rescue Service colleagues. Also the Chief Fire Officer (CFO) is working on a Future Vision programme for Executive Leaders.
- b) National Fire Chiefs Council (NFCC) Leadership framework has been used to develop the workplace charter and this will be officially launched this Autumn. Linked to this, the leadership framework has also now been adopted into our recruitment and selection processes.
- c) A Member Development Day was held on 8 October 2019 to support and encourage members to develop.
- d) The trials for new Individual Personal Development Record (IPDR) have begun with an anticipated roll out of the full process in Spring 2020. The process incorporates fostering, nurturing and developing talent through a coaching approach.
- e) The Development Officer is working with Learning and Development to scope out green book staff development by looking at job specific training and qualifications

Organisational Development and engagement

- a) Continued to engage effectively with the Trade Unions re. Integrated Risk Management Planning (IRMP) 1 and 2 collective agreements, Fitness Standards, Staff suggestion scheme, Integrated crewing, Pensions ruling, Strategic Alliance developments

- b) Business Continuity plans have all been updated to include possible Brexit implications
- c) Next staff Survey is being launched on 5 November 2019
- d) Work has started with the Communications team to define a Communications Strategy for People issues
- e) Strategic Alliance is beginning to make progress on the 3 workstreams
- f) Equality, Diversity and Inclusion (EDI) plans have now been merged to into one document to more clearly outline the priorities for EDI moving forward.

Developing skills and capacity of the workforce

- a) FREC (First Responder Emergency Care) is in the process of being implemented and it is anticipated that 70% of staff will have completed this by the end of the year
- b) Aligned our training calendar with Hereford and Worcester Fire and Rescue Service to enable more flexibility for students to book onto courses across both services
- c) Looking at regional approach to clinical governance
- d) A full review of the training facilities has been undertaken to determine the future requirements for facilities at Telford. This is being done in conjunction with partners and the Police.
- e) LEO has been expanded and developed to include facility for staff to self-nominate for courses and the system is also being used a reporting tool. Part of the development has involved the creation of the new IPDR process which is currently being trialled and due to roll out fully in the new year.

Resourcing the service

- a) Wholetime process is complete and we have successfully recruited 9 new recruits, 8 of which have gone onto Firefighter Apprenticeships with the Fire Service College.
- b) Targeted recruitment for On Call staff - work has started with the Communications Officer to see how we can improve attraction for underrepresented groups. Additional BAME and Females taster sessions have been held across a number of the On Call stations and more are planned for 2020.
- c) Supporting an ENABLE placement for an internship enabling a young person with a disability to take first steps into employment
- d) A Positive Action statement has been produced and is currently being ratified before we will officially launch some further training/information sharing in this area

- e) Created 2 new opportunities to enter the Fire Apprenticeships within Learning and Development and Prevention and Protection.
- f) Work is being undertaken to review the current promotion with the removal of the ADC (Assessment Development Centre) Process and replacing it with the CPG (Career Progression Gateway) process.
- g) Introduced a standalone Induction for On Call staff to reduce the burden on the initial recruit's course.

Reward and Recognition

- a) Ongoing Celebration of Success and Medal ceremonies to recognise service and achievements. The Medals Ceremony in June 2019 saw the presentation of eight 20 year medals, four 30 years certificates and two 40 year long-service awards. The Celebration of Success event in November included presentations to 19 new On-Call recruits, 12 firefighters who have completed their development programmes and 31 Achievers Awards.
- b) Work has started on drawing together our wider benefits package which will be promoted in the new year
- c) A Staff reward for the staff suggestion scheme has been introduced and awarded for the best staff suggestion.

Health and Wellbeing

- a) Rolled out Mental Health First Aid training to 60+ managers/supervisors
- b) Continue to support with Fitness and Associate trainer support where fitness plans are required
- c) Continue to promote National Campaigns and update Health and Wellbeing site, signposting individuals and raising awareness in important topics for health and wellbeing
- d) Rolled out mandatory Menopause training for all managers and supervisors and been recognised nationally for this
- e) Continued to revise and amend our policies and procedures to reflect our Health and Wellbeing aspirations
- f) Second window of the Cycle to Work Scheme is currently open for staff to take part
- g) Continue to offer Health and Wellbeing events to staff on stations so that they can get professional advice from staff on their personal wellbeing.

The People Strategy is a 'live' and working document and therefore will be subject to regular review and update. The overriding principles and objectives of the plan remain the same; however, as time has moved on further supporting documentation has been created to support different areas of the strategy. These documents are updated periodically to reflect all of the work taking place.

Links to these documents are:

[Single Equality Scheme](#)

[Recruitment Plan](#)

[Workforce Plan](#)

[Health and Wellbeing Plan](#)

[H and W Action Plan](#)

Due a 12-month extension of the IRMP, the Senior Management Team have agreed a 12-month extension for this strategy too, to ensure that the strategies remain aligned.

6 Recommendations

Officers are asked to note the progress in each of the areas of the People strategy.

7 Capacity

There is a requirement for the Learning, Development and training teams to deliver against some of the strategic aims.

8 Collaboration / Partnership Working

There are some opportunities for us to work in collaboration with other Fire Services and educational institutions.

9 Community Safety

There are no community safety impacts arising from this report.

10 Environmental

There are no environmental impacts arising from this report.

11 Equality Impact Assessment (EQIA)

There is a direct relationship between the People Strategy and equality and diversity. EQIAs will be completed as part of each of the different work streams where required.

12 Financial Implications

There are no financial implications arising from this report.

13 Health and Safety

There are no health and safety impacts arising from this report.

14 Human Rights (including Data Protection)

There are no human rights impacts arising from this report.

15 ICT

There are no ICT impacts arising from this report.

16 Legal Comment

There are no legal implications arising from this report.

17 Public Value / Service Delivery

There are no public value or service delivery impacts arising from this report.

18 Reputation

The strategy directly aligns and supports the service aims and objectives. Specifically Strategic Aims 1 and 4.

19 Security

There are no security impacts arising from this report.

20 Training

There are no training impacts arising from this report.

21 Appendices

There are no appendices attached to this report.

22 Background Papers

There are no background papers associated with this report.